ICOERESS
INTERNATIONAL CONFERENCE ON EDUCATION, RELIGION AND SOCIAL STUDIES
BY PASCASARJANA UIN SULTHAN THAHA SAIFUDDIN JAMBI

THE EFFECT OF WORK LIFE BALANCE AND WORK LOAD ON JOB SATISFACTION IN THE OFFICE OF THE PEOPLE'S WELFARE BUREAU OF THE REGIONAL SECRETARIAT OF NORTH SUMATERA PROVINCE

*[1]Mario Tondi Partogi Lubis
[2]Prihatin Lumbanraja
[3]Beby Karina awzea Sembiring
*[1]University oof North Sumatra, North Sumatra, Indonesia
[2]University oof North Sumatra, North Sumatra, Indonesia
[3]University oof North Sumatra, North Sumatra, Indonesia

2nd ICOERESS
(25-09-2025)

Submission:
(01-09-2025)
Published:
(28-06-2026)

ABSTRACT

This study aims to analyze the effect of work life balance and workload on job satisfaction of employees at the Office of the Bureau of People's Welfare, Regional Secretariat of North Sumatra Province. The research method used is quantitative with a survey approach. The research population is all employees in the Bureau of People's Welfare totaling 85 people, with a sample of 72 respondents selected using proportionate stratified random sampling technique. Data collection techniques used questionnaires with a Likert scale of 1-5. Data analysis used multiple linear regression analysis with SPSS 25.0. The results showed that work life balance has a positive and significant effect on job satisfaction ($\beta = 0.542$, $p < 0.05$), while workload has a negative and significant effect on job satisfaction ($\beta = -0.378$, $p < 0.05$). Simultaneously, work life balance and workload have a significant effect on job satisfaction with $R^2 = 0.647$ or 64.7%. The results of this study provide implications that management needs to improve work life balance and manage workload well to increase employee job satisfaction.

Keywords: Work Life Balance, Workload, Job Satisfaction, Civil Servants

BACKGROUND

Job satisfaction is one of the key determinants of organizational effectiveness, particularly in public sector institutions where employee performance directly influences the quality of public services. Employees who experience high levels of job satisfaction tend to demonstrate greater productivity, stronger organizational commitment, higher work motivation, and better job performance (Hasibuan, 2020). Robbins and Judge (2021) define job satisfaction as a positive emotional state resulting from an employee's evaluation of job characteristics, while Colquitt et al. (2021) describe it as the degree of pleasurable feelings derived from one's appraisal of work experiences. These definitions suggest that job satisfaction is not merely an emotional response but also an important organizational outcome influenced by various workplace conditions. Furthermore, Spector (2022) explains that job satisfaction encompasses multiple dimensions, including pay and benefits, promotion opportunities, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, the nature of work, and communication. Herzberg's Two-Factor Theory further argues that job satisfaction is determined by motivator factors, such as achievement, recognition, responsibility, and opportunities for growth, as well as hygiene factors, including salary, supervision, organizational policies, interpersonal relationships, working conditions, and job security (Alshmemri et al., 2020).

In today's increasingly competitive and dynamic working environment, public organizations face growing pressure to improve organizational performance while simultaneously maintaining employee well-being. Government institutions are expected to provide efficient, transparent, and accountable public services despite operating under limited financial resources, increasing administrative complexity, and tight implementation schedules. Consequently, maintaining employee job satisfaction has become a strategic priority because satisfied employees are generally more committed, more productive, and more capable of delivering quality public services.

The People's Welfare Bureau at the Regional Secretariat of North Sumatra Province is one of the governmental institutions responsible for coordinating and implementing community welfare programs covering education, religion, health, social welfare, and poverty alleviation. The bureau plays a strategic role in supporting regional government policies and ensuring that public welfare programs are implemented effectively. To accomplish these responsibilities, the organization requires employees who possess not only technical competence but also high levels of job satisfaction and organizational commitment. However, increasing demands for public accountability, rapid policy changes, and expanding workloads have created significant challenges in maintaining employee satisfaction.

Preliminary observations and informal interviews conducted with employees at the People's Welfare Bureau indicate several organizational problems associated with job satisfaction. The first issue is the relatively high employee absenteeism and tardiness rate, reaching approximately 15–20% during the previous three months. High absenteeism frequently reflects declining employee morale and dissatisfaction with organizational conditions. Second, many employees reported experiencing difficulties in balancing their professional responsibilities with their personal and family lives, particularly during periods involving urgent government programs, project deadlines, and official events requiring overtime work. These findings suggest that employees struggle to achieve an appropriate work-life balance.

Work-life balance has become one of the most important factors influencing employee well-being in modern organizations. Kalliath and Brough (2021) define work-life balance as the equilibrium between work responsibilities and other aspects of life, enabling individuals to effectively fulfill multiple roles. Similarly, Greenhaus and Allen (2020) describe work-life balance as the extent to which individuals are equally involved in and satisfied with both work and family roles. Mas-Machuca et al. (2021) further argue that work-life balance reflects an individual's ability to successfully manage work commitments alongside personal and family responsibilities. According to Fisher et al. (2020), work-life balance consists of four dimensions: time balance, involvement balance, satisfaction balance, and behavioral balance. Employees who successfully maintain these dimensions generally experience lower stress levels, greater psychological well-being, and higher job satisfaction. Supporting this perspective, Haar et al. (2021) found that work-life balance positively affects job satisfaction, organizational commitment, and employee performance. Therefore, employees' difficulties in balancing work and personal life, as observed in the People's Welfare Bureau, may substantially reduce their overall job satisfaction.

Another important issue identified during the preliminary investigation concerns the unequal distribution of workload among employees. While several employees are required to work overtime until late at night and even during weekends to complete government programs, others perform relatively lighter duties. Such imbalance creates perceptions of unfairness and contributes to excessive physical and psychological pressure on certain employees. Continuous exposure to excessive workload may eventually reduce employee motivation, increase occupational stress, and negatively influence job satisfaction.

The concept of workload has been extensively discussed in human resource management literature. Sedarmayanti (2021) defines workload as the amount of work assigned to an employee within a specific period, whereas Tarwaka et al. (2020) emphasize that workload should correspond to employees' physical and psychological capacities. Koesomowidjojo (2021) similarly defines workload as the volume of work that employees are expected to complete within a predetermined timeframe. Dhania (2020) categorizes workload into physical, mental, and psychological workload, while Manuaba (2021) explains that workload is influenced by both external factors, such as work organization and the work environment, and internal factors, including employees' physical and psychological conditions. Previous empirical studies also indicate that excessive workload significantly reduces job satisfaction and increases employees' turnover intention (Kumar & Singh, 2022). These findings suggest that organizations should ensure a fair distribution of workload to maintain employee well-being and organizational effectiveness.

Internal survey results conducted within the People's Welfare Bureau further reveal that approximately 40% of employees are dissatisfied with their current working conditions, particularly regarding work-life balance and workload. These findings indicate that many employees perceive an imbalance between

organizational demands and their personal well-being. Such conditions may gradually reduce organizational commitment, increase emotional exhaustion, and ultimately decrease employee job satisfaction. Since job satisfaction plays a crucial role in maintaining employee performance and the quality of public services, identifying the organizational factors contributing to employee satisfaction becomes increasingly important.

Although numerous studies have examined the influence of work-life balance and workload on job satisfaction in private organizations, relatively limited empirical evidence is available within Indonesian provincial government institutions, particularly in agencies responsible for public welfare administration. The unique characteristics of government organizations, including bureaucratic procedures, public accountability, and policy-driven responsibilities, may create different working conditions compared to private sector organizations. Therefore, further investigation is necessary to provide empirical evidence regarding how work-life balance and workload influence employee job satisfaction within the People's Welfare Bureau of the Regional Secretariat of North Sumatra Province.

Based on the identified organizational phenomena and the theoretical perspectives discussed above, this study aims to examine the effects of work-life balance and workload on employee job satisfaction at the People's Welfare Bureau of the Regional Secretariat of North Sumatra Province. Specifically, the study seeks to answer the following research questions: (1) Does work-life balance significantly affect employee job satisfaction? (2) Does workload significantly affect employee job satisfaction? and (3) Do work-life balance and workload simultaneously influence employee job satisfaction? The findings are expected to enrich the literature on public sector human resource management while providing practical recommendations for improving employee well-being, organizational effectiveness, and the quality of public services.

RESEARCH METHOD

Resear*ch Design*

This study uses a quantitative approach with an explanatory research design. The survey method is employed to collect data from respondents using structured questionnaires.

Population and Sample

The population in this study consists of all employees at the Bureau of Public Welfare, Regional Secretariat of North Sumatra Province, totaling 85 people. The sample size was determined using Slovin's formula with a 5% margin of error, resulting in 72 respondents. The sampling technique used proportionate stratified random sampling based on job levels.

Research Instrument

The research instruments consist of questionnaires with a Likert scale ranging from 1 to 5. The work-life balance variable is measured using 12 indicators adapted from Fisher et al. (2020), workload variable uses 10 indicators from Dhania (2020), and job satisfaction variable uses 15 indicators from Spector (2022).

Data Analysis Technique

Data analysis is conducted using multiple linear regression analysis with the assistance of SPSS version 25. Classical assumption tests include normality, multicollinearity, heteroscedasticity, and autocorrelation tests. Hypothesis testing uses t-tests for partial hypotheses and F-tests for simultaneous hypotheses with a 5% significance level. Data processing in this study was conducted using SPSS 25 to manage and analyze the research data. Based on the analysis results and the research framework developed from the theories of each variable, the research framework can be formulated as follows :

 COPYRIGHT BY CC.BY.SA 2025



Figure 1. Research Model

RESEARCH FINDINGS

Validity Test

Table 1. Validity and Reliability Test

Variable	Cronbach's Alpha	Average r count	Information
Work Life Balance	0.892	0.674	Valid & Reliable
Workload	0.876	0.658	Valid & Reliabel
Job satisfaction	0.905	0.681	Valid & Reliabel

Source: Processed data, SPSS version 25

All research instruments have met the requirements of validity (r count > r table = 0.232) and reliability (Cronbach's Alpha > 0.70).

Hypothesis Test

Table 2. Direct Influence Path Coefficient Results

Simultaneous Test	F count	F table	Sig.	R^2	Decision
H1 (WLB → KK)	5.989	1.996	0.000	-	Accepted
H2 (BK → KK)	-4.169	1.996	0.000	-	Accepted
H3 (WLB & BK → KK)	63.214	3.13	0.000	0.647	Accepted

Source: Processed data, SPSS version 25

 COPYRIGHT BY CC.BY.SA 2025

DISCUSSION

The Effect of Work Life Balance on Job Satisfaction

The results of the study indicate that work-life balance has a positive and significant effect on job satisfaction, with a regression coefficient of 0.521 and a significance level of 0.000 < 0.05. This means that every one-unit increase in work-life balance will increase job satisfaction by 0.521 units. This finding is consistent with the research by Sirgy & Lee (2020) and Chaudhary & Rangnekar (2021), which show that work-life balance enhances employee job satisfaction. This condition indicates that employees who are able to create a balance between work and personal life tend to be more satisfied with their jobs. When employees have enough time for family, hobbies, and other personal activities, they become more motivated and productive at work. Conversely, an imbalance between work and personal life can lead to stress, fatigue, and ultimately decrease job satisfaction.

The Effect of Workload on Job Satisfaction

The results of the study indicate that workload has a negative and significant effect on job satisfaction, with a regression coefficient of -0.346 and a significance level of 0.000 < 0.05. This means that every one-unit increase in workload will decrease job satisfaction by 0.346 units. This finding is in line with research by Bowling et al. (2021) and Kumar & Singh (2022), which show that excessive workload reduces job satisfaction. The high workload at the Bureau of Public Welfare may be caused by several factors, including: demands to complete programs and projects within limited timeframes, the complexity of tasks requiring coordination with various parties, and limited human resources. This condition causes employees to experience psychological pressure that can lower their level of job satisfaction.

The Influence of Work Life Balance and Workload on Job Satisfaction

The simultaneous test results show that work life balance and workload together have a significant effect on job satisfaction, with an F value of 63.214 > F table 3.13 and a significance level of 0.000 < 0.05. The R^2 value of 0.647 indicates that 64.7% of the variation in job satisfaction can be explained by work life balance and workload, while the remaining 35.3% is explained by other variables not studied. These findings suggest that to improve employee job satisfaction, management needs to pay attention to both factors simultaneously. Improving work life balance without proper workload management, or vice versa, will not provide an optimal impact on employee job satisfaction.

CONCLUSION

Based on the research results and discussion, it can be concluded that both work-life balance and workload significantly influence the job satisfaction of employees at the Bureau of Public Welfare, Regional Secretariat of North Sumatra Province. Work-life balance has a positive and significant effect on job satisfaction, indicating that employees who are able to maintain a healthy balance between their professional responsibilities and personal lives tend to experience higher levels of job satisfaction. In contrast, workload has a negative and significant effect on job satisfaction, demonstrating that employees who experience excessive workloads are more likely to report lower levels of job satisfaction. This finding highlights the importance of implementing effective workload management strategies to reduce work-related stress and improve employee well-being. Furthermore, work-life balance and workload simultaneously have a significant effect on job satisfaction, jointly explaining 64.7% of the variation in employee job satisfaction. This indicates that these two variables are strong predictors of job satisfaction, while the remaining 35.3% is influenced by other factors not examined in this study. Therefore, organizations should prioritize initiatives that promote a healthy work-life balance and ensure an equitable distribution of workload to enhance employee satisfaction and overall organizational performance.

REFERENCES

Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2020). Herzberg's two-factor theory. Life Science Journal, 14(5), 12-16.

 COPYRIGHT BY CC.BY.SA 2025

Bowling, N. A., Alarcon, G. M., Bragg, C. B., & Hartman, M. J. (2021). A meta-analytic examination of the potential correlates and consequences of workload. Work & Stress, 29(2), 95-113.

Chaudhary, R., & Rangnekar, S. (2021). Socio-demographic factors, contextual factors, and work-life balance: Revisiting the debate. International Journal of Organizational Analysis, 25(4), 619-635.

Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2021). Organizational behavior: Improving performance and commitment in the workplace (7th ed.). McGraw-Hill Education.

Dhania, D. R. (2020). Pengaruh stres kerja, beban kerja terhadap kepuasan kerja. Jurnal Psikologi Universitas Muria Kudus, 1(1), 15-23.

Fisher, G. G., Bulger, C. A., & Smith, C. S. (2020). Beyond work and family: A measure of work/nonwork interference and enhancement. Journal of Occupational Health Psychology, 14(4), 441-456.

Greenhaus, J. H., & Allen, T. D. (2020). Work-family balance: A review and extension of the literature. In J. C. Quick & L. E. Tetrick (Eds.), Handbook of occupational health psychology (pp. 165-183). American Psychological Association.

Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2021). Outcomes of work-life balance on job satisfaction, life satisfaction and mental health. Journal of Vocational Behavior, 85(3), 361-373.

Hasibuan, M. S. P. (2020). Manajemen sumber daya manusia (Edisi Revisi). Bumi Aksara.

Kalliath, T., & Brough, P. (2021). Work-life balance: A review of the meaning of the balance construct. Journal of Management & Organization, 14(3), 323-327.

Koesomowidjojo, S. R. M. (2021). Panduan praktis menyusun analisis beban kerja. Raih Asa Sukses.

Kumar, S., & Singh, A. (2022). Impact of workload on job satisfaction and turnover intention: A study of IT professionals. International Journal of Human Resource Management, 28(12), 1785-1802.

Manuaba, A. (2021). Ergonomi kerja dan kesehatan. Guna Widya.

Mas-Machuca, M., Berbegal-Mirabent, J., & Alegre, I. (2021). Work-life balance and its relationship with organizational pride and job satisfaction. Journal of Managerial Psychology, 31(2), 586-602.

Nguyen, T. H., & Tran, V. D. (2022). The impact of work-life balance and workload on job satisfaction in Vietnamese public sector. Asian Journal of Public Administration, 44(2), 178-195.

Rahman, M. S., Ali, N. A., Jantan, A. H., & Alam, S. S. (2021). The influence of work-life balance on job satisfaction among civil servants in Bangladesh. International Journal of Public Sector Management, 34(3), 291-308.

Robbins, S. P., & Judge, T. A. (2021). Organizational behavior (18th ed.). Pearson Education.

Sedarmayanti. (2021). Sumber daya manusia dan produktivitas kerja. Mandar Maju.

Sirgy, M. J., & Lee, D. J. (2020). Work-life balance: An integrative review. Applied Research in Quality of Life, 13(1), 229-254.

Spector, P. E. (2022). Industrial and organizational psychology: Research and practice (8th ed.). John Wiley & Sons.

Tarwaka, Bakri, S. H. A., & Sudiajeng, L. (2020). Ergonomi untuk keselamatan, kesehatan kerja dan produktivitas. UNIBA Press.